

Decision Making

Introduction: Decision-Making is a process in which a final outcome is derived by evaluating and analysing the given data.

The objective of “Decision making” is to reach a certain conclusion from the given information or a given set of conditions.

Exercise question:

Study the following information carefully and answer the questions given below:

Following are the criteria required to be fulfilled, to gain admission into any intermediate college in Andhra Pradesh (A.P):

- a) The candidate should have scored at least 80% marks in SSC or 70% marks in CBSE.
- b) The candidate should have scored at least 60% marks in the entrance exam.
- c) The candidate should be a male and be at least 16 years old, as on 1st June, 2000.
- d) The candidate should be a resident of Andhra Pradesh (A.P.), i.e should have been born and brought up in A.P.

In case a condition given above is not satisfied, an alternate condition for the same is given as below:

- e) If condition (d) is violated, but at least one relative of the candidate is presently staying in Andhra Pradesh, for the last 5 years, then the candidate can be admitted.
- f) If condition (b) or (c) is violated, but not both, and the student has a good sports record, then he/she should be advised to approach the Principal.
- g) If both conditions (a) and (b) are violated, but the candidate is ready to donate Rs. 1, 00,000 to the college, then he advised to approach the Secretary.

Now mark your answer as

- 1), if admission can be granted.
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.
- 5), if data is inadequate.

The following cases are given to you as on 1st June, 2000.

1) Jahangir has applied for a college in A.P. He was born and brought up in Kerala. He was born in 1980 and has an excellent percentage of 95 in his SSC. He has done pretty well in the entrance test scoring 65%, and has a close relative working in A.P. for the past 10 years.

2) Rita was born in 1981 and has a very good academic record, with 90% in her CBSE. She has done her entrance test well by scoring 80%, and she is a resident of AP, where the college is also situated. She is a very good sports person and has represented the state for basketball.

3) Prakash is 17 years old and is a resident of A.P. where the college is located. He has scored 90% in the entrance test and 69% in SSC.

4) Ranga, a resident of state of A.P, is a gold medallist in swimming at National Games in the juniors category. He has applied with a percentage of 75% in the SSC, and a score of 55% in the entrance exam. The college is in the same locality as his residence is. He was born on 16th July,1981. He is ready to give a donation of Rs.1,00,000.

5) Ram was born in 1980 and is a resident of A.P. He is the present TT Champion of India. He was presented a gold medal by the President of India in the National Games. He scored below 40% of marks in both SSC and the entrance exam. He is ready to give a donation upto Rs. 2 lakhs.

6) Rahim, applying for a college in the same state as he is in, has a bad academic record of 40% and 35% in CBSE and entrance exam respectively. He is able to pay a donation of Rs.1,00,000 to the college.

Answers:

Question Number	Name of the candidate	(a) SSC 80% or CBSE 70%	(b) Entrance exam 60%	(c) Age 16 years, male candidate	(d) Resident of A.P.	Remarks
1	Jahangir	√	√	√		(d) violated
2	Rita	√	√	(female)	√	(c) violated
3	Prakash		√	√	√	(a) violated
4	Ranga			√	√	(a) and (b) violated
5	Ram			√	√	(a) and (b) violated
6	Rahim			? (age)	√	(c) & (d) unknown, (a) & (b) violated

1) In this case, condition (d) is violated, i.e. Jahangir is not a resident of A.P. Hence, his case is verified for the alternate condition (e). Since, a close relative of Jahangir has been staying in A.P. for the last 10 years (i.e. more than the required 5 years), Jahangir is selected.

Options:

- 1), if admission can be granted. (Answer)
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.
- 5), if data is inadequate.

2) In this case, condition (c) is violated, i.e. Rita is a female. Then the alternate condition (f) is applied. As Rita has a good sports record (represented state in basketball), she should approach the Principal.

Options:

- 1), if admission can be granted.
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.(Answer)
- 4), if the Secretary of the school is to be approached.
- 5), if data is inadequate.

3) In this case, condition (a) is violated. As there is no alternate condition given for violating condition (a) alone, admission cannot be granted to Prakash.

Options:

- 1), if admission can be granted.
- 2), if admission cannot be granted.(Answer)
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.
- 5), if data is inadequate.

4) In this case, both the conditions (a) and (b) are violated. Then, Ranga's case is verified for the alternate condition (g). As Ranga is ready to pay a donation of Rs.1,00,000, he should be

advised to approach the Secretary of the school.

Options:

- 1), if admission can be granted.
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.(Answer)
- 5), if data is inadequate.

5) In this case, both the conditions (a) & (b) are violated. Hence, the alternate condition (g) is applied. As Ram is ready to pay a donation of more than Rs.one lakh. he should be to advised to approach the Secretary of the school.

Options:

- 1), if admission can be granted.
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.(Answer)
- 5), if data is inadequate.

6) In this case both the conditions (a) and (b) are violated in lieu of which the alternate condition (g) is satisfied (i.e. Rahim can pay a donation of Rs.1,00,000). But, no information is available to check conditions (c) and (d), hence we cannot take a decision as the data is inadequate.

Options:

- 1), if admission can be granted.
- 2), if admission cannot be granted.
- 3), if the Principal is to be approached.
- 4), if the Secretary of the school is to be approached.
- 5), if data is inadequate.(Answer)

Exercise Questions

I. Directions (1to10): Read the following information carefully and answer the questions based on the given information.

The selection committee of a company laid down the following criteria of selection for the post of Manager – Accounts:

- 1) The candidate must be a postgraduate in Commerce.
- 2) The candidate must have completed 21 years and should not be more than 35 years as on 31.7.1996.
- 3) If the candidate does not satisfy the criterion in (1) above but has completed his CA examination he will be referred to Director- Finance, who can allow the candidate to appear in the interview if otherwise eligible.
- 4) If the candidate fulfils all the criteria mentioned in (1) and (2) above, he/she will be called for group discussion.
- 5) The candidate must get 50% marks to qualify in the group discussion.
- 6) If the candidate qualifies in the group discussion he/she will be called for interview.
- 7) The candidate must get 30% marks in the interview (out of 50) to get finally selected.

Based on the above criteria, decide which of the following courses of action should be taken in case of candidates described in each of the following questions.

Mark answer (a) if the candidates can be selected; mark answer (b) if the candidate is to be referred to Director- Finance; mark answer (c) if the candidate can be called for group discussion; mark answer (d) if the candidate can be called for interview; mark answer (e) if the candidate cannot be selected.

1. Mr. Das is M.Com and his date of birth is 30.06.1960.

2. Mrs. Krishnamurthy is a qualified CA and was 25 years old on 31.07.1987.
3. Mr. Kant a post-graduate with Commerce obtained 70% marks in-group discussions and secured 20 marks in interview. He was 35 years as on 31.07.1996.
4. Mrs. Desai is a post-graduate in Economics and her date of birth is 3.4.1965.
5. Mr. Patel, a post-graduate was permitted by Director- Finance. He was born on 30.05.1963. He obtained 12 marks in interview.
6. Mr. Mathur is a Ph.D. in Commerce and was 34 years old on 1.3.1996. He obtained 14 marks in interview.
7. Mr. Roy is a Commerce graduate, has passed his CA examination and was born on 18.4.1974.
8. Mr. Subramaniam whose date of birth is 4.5.1965 is a post graduate with Commerce and has obtained 60% marks in the interview.
9. Mr. D'Souza who was born on 4.5.1965 did M.Com one year back, he was the top candidate in the group discussion.
10. Mr. Jagdish, a post-graduate with Commerce, born on 3.4.1962, obtained 60% marks in group discussion.

II. Directions (11to18): Study the information given below and answer the questions that follow:

Following are the criteria for promotion from Grade D to E in one institute. The employee must-

- 1) be a graduate with minimum 50% of marks.

- 2) Not be more than 45 years of age as on 10.11.1997
- 3) Obtain the minimum prescribed marks in Promotion Test (PT). Minimum marks are Part A-35, Part B-25 and in Aggregate 70.
- 4) Have at least 10 years of service in the institute out of which at least four years should be Grade D.
- 5) Not have any adverse remark in Confidential Report (C.R). However, if a candidate-
- 6) Fulfills all other criteria except that at (2) and is less than 50 years, the case may be referred to the Governing Board.
- 7) Fulfils all other criteria but does not have four years of service in Grade D, the case is to be referred to the Director provided the employee has obtained 120 or more marks in Aggregate in the Promotion Test.

Base don the above criteria and the information given in each of the following questions, you have to decide on the promotability of each case.

11. Kamal Ahuja joined the institute 9 years back in Grade C. After 2 years, he was promoted in Grade D with two increments. He got 76% in his graduation and was 30 years old as on 10.8.97. He has no adverse remark in his C.R.
 - a. To be promoted
 - b. Not to be promoted
 - c. Refer to Director
 - d. Refer to Governing Board
 - e. Data inadequate
12. Archana Sabharwal whose date of birth is 25.8.52 is a graduate with 51% marks. There is no

adverse remark in her C.R. She has obtained 40 and 30 marks in Part A and B respectively of P.T.

She has served the institute for 15 years and was promoted to Grade D six years back.

- a. Refer to Governing Board
- b. Data inadequate
- c. Refer to Director
- d. To be promoted
- e. Not to be promoted

13. 30 years old Rachna Bansal has completed 11 years in the Institute and was promoted to Grade D,

two years back. She is a graduate with 65% marks and has obtained 130 marks in aggregate in P.T.

with 80 marks in Part A and 50 marks in Part B. She does not have any adverse remark in her C.R.

- a. Not to be promoted
- b. Refer to Director
- c. Data inadequate
- d. To be promoted
- e. Refer to Governing Board

14. Arvind Kumar who is in Grade D for the last 5 years is a graduate with 55% marks. He joined the

institute in Grade C and was promoted after 5 years. He was 40 years old as on 28.4.1996 and does

not have any adverse remark in his C.R. He has obtained 40 and 50 marks in Part A and B respectively of P.T.

- a. Data inadequate
- b. To be promoted
- c. Refer to Governing Board

d. Refer to Director

e. Not to be promoted

15. Nitin Sharma obtained 40 and 30 marks in Part A and Part B of P.T. respectively. He does not have

any adverse remark in his C.R. He has completed 15 years of service out of which 6 years are in Grade D.

a. To be promoted

b. Not to be promoted

c. Refer to Director

d. Refer to Governing Board

e. Data inadequate

16. 42-year-old Manish Shrivastava, who has put in 20 years of service in the institute, was promoted to

Grade D three years back. He is a Science graduate with 60% marks and has obtained 80 marks in

Part A and 45 marks in Part B of P.T. and there is no adverse remark in his C.R.

a. Not to be promoted

b. Refer to Governing Board

c. Data inadequate

d. Refer to Director

e. To be promoted

17. Mohit Khurana has obtained highest marks among all the employees in the P.T. aggregate as well

as I each part. He is a graduate with 80% marks. He was 47 years old as on 6.9.97 and there is no

adverse remark in his C.R. He has completed 10 years of service in Grade D.

a. Refer to Governing Board

- b. Refer to Director
- c. Not to be promoted
- d. To be promoted
- e. Data inadequate

18. 32-year-old Geeta Madhavan is a Home Science Graduate with 52% marks. She has completed 10

years of service in the institute in Grade D only. She has obtained 56% marks in Past A and 75

marks in aggregate in P.T.

- a. To be promoted
- b. Not to be promoted
- c. Refer to Director
- d. Refer to Governing Board
- e. Data inadequate

III. **Directions (19to28):** Read the information given below and answer the questions that follow:

A company has following Gratuity (G) and Provident Fund (PF) rules:

1. An employee must have completed one year's service to be eligible for either G or PF
2. An employee resigning or retiring or retrenched after 10 years service gets both G and PF.
3. An employee retrenched or retiring after 5 years but before 10 years service gets both G and PF, but that resigning during this period gets their G and PF.
4. An employee retrenched or retiring before 5 years service gets PF but not G; but that resigning during this period gets neither G nor PF.

However,

5. In case an employee dies after 2 years service, his family gets both G and PF.
6. In case an employee was on leave without pay, such period is deducted from his total years of service and then the above rules are applied.
8. In case a lady employee, if she has completed 2 years service, two years are added to her actual service before applying the above rules, as a special consideration.

Apply the above rules to the cases described in each of the following questions and decide whether the employee is eligible for G and/or PF.

Mark answer (a) if only G can be given; (b) if only PF can be given; (c) if either G or PF can be given; (d) if both G and PF can be given and € if neither G nor PF can be given.

19. Mr. Augustin serving in the company for five years out of which for one year he was on leave without pay was retrenched from the service.
20. Miss. Monika served for 1½ years and was retrenched.
21. Mr. Janeja was retrenched from service after 7 years.
22. Mrs. Sharma served the company for 4 years and resigned.
23. Mr. Basu served in the company for 7 years and resigned after a prolonged illness of three years for which he was on leave without pay.
24. Mr. Sethi who was serving in the company for three years expired.
25. Mr. Gaur served in the company for 5 years and resigned from the company.
26. Mrs. Vasudevan who served in the company for three years out of which she was on leave without pay 1½ years, was retrenched from the service.
27. Mr. Dixit resigned from the company after 4 years of service.

28. Mrs. Rashmi served in the company for four years and was retrenched.

Answer & Explanations

1. e. The candidate does not satisfy condition (2)
2. b. The candidate satisfies condition (2) and condition (3) instead of condition (1).
3. a. The candidate satisfies all conditions of selection.
4. e. Condition (1) is not satisfied.
5. e. Getting 24% marks in interview, the candidate does not satisfy condition (7).
6. e. Getting 28% marks in interview, the candidate does not satisfy condition (7).
7. b. The candidate satisfies condition (2) and condition (3) instead of condition (1).
8. a. The candidate has passed the interview. This means that he satisfies all conditions for selection.
9. d. The candidate satisfies condition (1) and condition (2) and has qualified in the group discussion.
So, by condition (6), he can be called for interview.
10. d. The candidate satisfies condition (1) and condition (2) and has qualified in the group discussion.
11. b. Condition (4) is not fulfilled, as the candidate has not had 10 years of service.
12. a. being more than 45 years old, condition (6) is satisfied.
13. b. having worked in Grade D for only 2 years but having obtained 130 marks in aggregate, condition (7) is satisfied.
14. b. All conditions are satisfied.
15. e. Condition (1) and Condition (2) are missing.
16. d. Condition (7) is satisfied as the candidate worked in Grade D for 3 years but obtained 125 marks in aggregate.

17. a. being more than 45 years old, condition (6) is satisfied.
18. e. Condition (5) is missing.
19. b. The employee was retrenched after 4 years of service. So, condition (6) and (4) are to be applied to him.
20. b. Condition (4) is to be applied
21. d. Condition (3) is to be applied
22. c. Condition (7) and (3) are to be applied
23. e. Condition (6) and (4) are to be applied
24. d. Condition (5) is to be applied
25. c. Condition (3) is to be applied
26. b. Condition (6) and (4) are to be applied
27. e. Condition (4) is to be applied
28. b. Condition (4) is to be applied